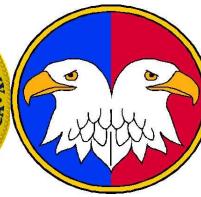




Getting To Know Your Customer Better



Where We're Going...



- **Definitions of Generations**
- **Overview of today's generations**
- **Communication ideas**



G. I. Generation
1901-1924



G. I. Generation
Silent
1925-1942



Boomers
1943-1960



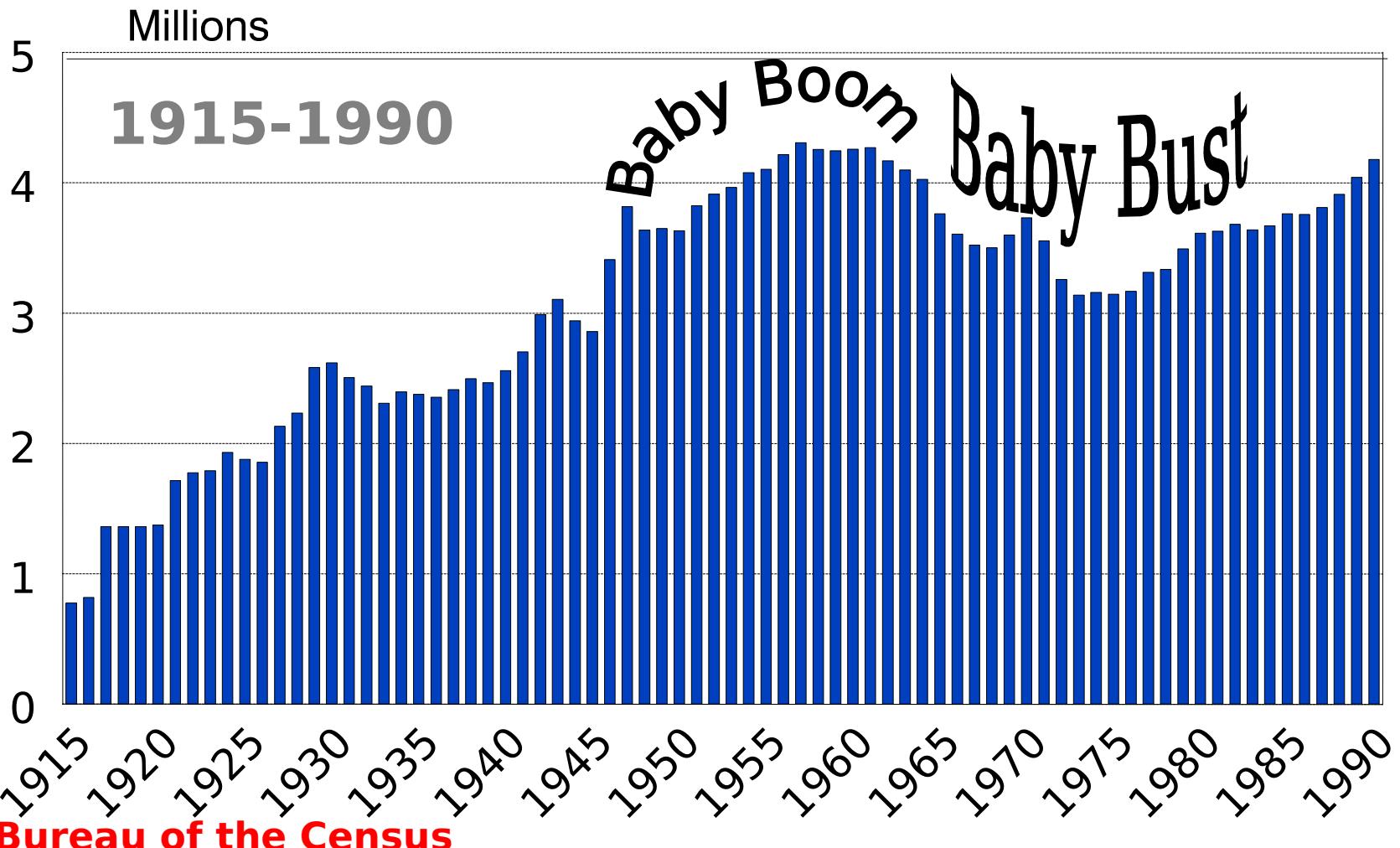
G. I. Generation
Silent

Boomers

Gen X
1961-1981



Live Births





G. I. Generation

Silent

Boomers

GenY, 82-05

Gen X



Generation Definition



- An **identifiable group of people born in adjacent birth years, (usually about 23)**
 - **shaped by a common cultural setting**
 - **shared economic circumstances**
 - **a common educational philosophy**
 - **a common worldview**



- A generation develops its distinctive identity through choices that are intentionally different from the preceding generation
 - music
 - styles
 - fads (such as body piercing)



Generations are shaped

by phase of life

Elderhood
Ages 66-87

Midlife
Ages 44-65

Rising Adults
Ages 22-43

Youth
Ages 0-21



Four Generation Cycle

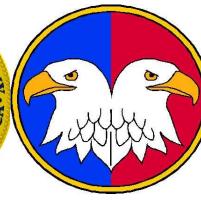


- The four phases of life tend to form four distinctly different generations alive at any one time
- Each of these generations adopts a group personality distinct from all others
- *Dominant* and *recessive* generations alternate
- Four generations form a single cycle that is repeated

Strauss & Howe, *Generations*



Four Generation Cycle



- **Idealists**
 - Dominant--focus on self
- **Reactives**
 - Recessive--alienated risk-takers
- **Civics**
 - Dominant--focus on others
- **Adaptives**
 - Recessive--conformists



Who are the



Boomers?

(1943-1960)



- Born 1943 -1960...72 Million
- Idealist
- Dominant
- Focus on self
- Grew up as indulged youths after World War II in a period of continuous economic expansion
- Worldview--Modernity: rational, logical



- **Matured into self-centered adults**
- **Becoming moralistic mid-lifers**
- **Will become visionary elders**
- **Similar in type to the Missionary Generation that produced the great leaders of World War II such as FDR**



Factors Shaping the Boomers



- Most educated generation in history
- Raised in affluence with opportunities unknown to parents
- First generation to be raised with absentee fathers



- First generation whose grandparents had no significant input in terms of life preparation
- Experienced childhood and adolescence in the middle of the greatest economic expansion in history



- First generation that cannot afford what they already own
- First generation raised with TV as a significant parenting tool
- First generation raised under the near-constant threat of nuclear war



Lack of Commitment



- Appear committed primarily to themselves
- Frequently moved from place to place during childhood
- Most commitments are short-term



Questioning Stance



- Ingrained by educational system
- Challenge, scrutinize, evaluate everything
- Little tolerance for authoritarian approaches or demands for “blind” obedience



- All leaders are examined for values, lifestyles, honesty
- Leaders who pass scrutiny are followed wholeheartedly



Flexibility



- Attuned to constant change
- Resist rigidity
- Will readily “Zap”



- Constantly making choices from long menus
 - TV channels
 - Malls
 - Internet
 - Leisure activities



Participation



- **Consummate networkers**
- **Like work groups, small groups, interaction, experience**
- **Dislike formal structures, passive activities**



Informality



- Prefer casual dress (Exception: weddings)
- Do not...
 - Dress formally, unless required to do so
 - interact in formal ways
 - use formal titles, unless required to do so
 - participate in formal meetings (by choice)



- **Comfort, openness, casual interaction permit a focus on the heart of the matter rather than outward appearance**



Instant everything



- Grew up with...
 - Fast food
 - drive-through car washes
 - TV programs that solve every problem in 26 or 56 minutes
- Want...
 - Fast service
 - concise answers
 - instant solutions



With most Boomers
patience is a drag,
not a virtue.

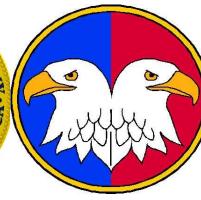


Relevance

- **Focus on self**
- **Key question: “What’s in it for me?”**
- **Expect quality**
- **Prize excellence**
- **Shun mediocrity**



What's in it for me? \$66 Billion!



1,035 companies studied by Fortune magazine took out roughly \$66B as their stock was going down. \$23B went to 466 insiders. Some of the top “producers:”

- #1 - Quest Commo...Phil Anschutz...1.57 Billion
- #2 - Broadcom...Henry Sanculi...810 Million
- #4 - Gateway...CEO Ted Waitt...1.1 billion
- #9 - Enron...Ken Lay/Lou Pai...102 Million/270 Million
- #10 - Global Crossing...Gary Winnick...508



- **Consequences:**
 - not faithful to...
 - employer
 - brand names
 - lifelong career
 - marriage
 - children



However...



The Baby-boomers...now want their work to deliver more than a paycheck. As they turn 50 they're anxious to know what really matters. As Greg Pearce (author of Spirituality @Work) says, "We've always been a very introspective group - which is the polite way of putting it. Actually we think the world revolves around us. We're reaching the top of our careers...and now we're saying, What's it all about, Alfie?" Or as one executive put it at a conference on spirituality at work, "You get to the top of ~~the ladder and find that maybe it's leaning~~ against the wrong building."



Joe Queenan: “Balsamic Dreams...”

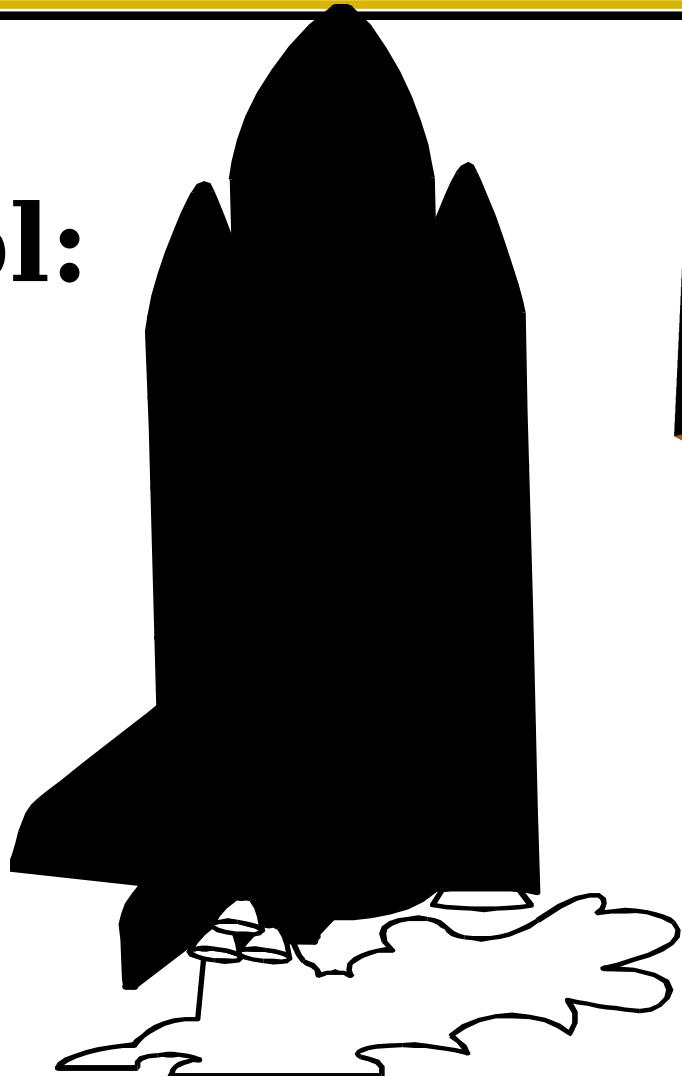


Positive Advice for Boomers:

- **“Absolutely no fashion statements after 50.”**
- **“Fear not the Republican within.”**
- **“If you have to wear a baseball cap, please wear it correctly.”**
- **“Stop sharing your feelings.”**
- **“Make peace with your Maker...
Remember: Just because you don’t believe in God doesn’t mean He doesn’t believe in you.”**



Symbol:



Boomers



Understanding



Gen Y
(1961-1981)



- **Born 1961-1981**
- **Reactive**
- **Recessive (grew up in the shadow of the Boomers)**
- **Under-protected, criticized youths**



- Grew up during the Boomer Awakening, but not touched by it
- Values set by “values neutral” education national policy
- Worldview: Post-Modern
- Maturing into risk-taking adults



- Will become pragmatic mid-life leaders
- Will maintain respect, but little influence as reclusive elders
- Population size: 20 Million
- Similar in type to the Lost Generation (born 1893-1900)



Gen X

- Worldview: Post-Modern

- Everything is relative
 - Everything is image

Count the sneakers in the closet!



"Nothing can be known for certain
except the things
you personally experience."



"You can work your tail off,
and have little to show for it,
because life is not fair."



Express your rage



Gen X



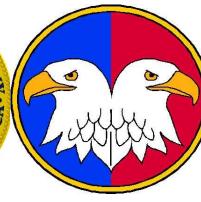
- **Cyberspace: second home**
- **Community: goal rarely achieved**
- **Volunteerism: willing to invest time and energy when convinced personal efforts will make a difference**



Shaping factors



- **Aloneness is the most common experience**
 - Latch key
 - Consequences of divorce
 - 20,000 hours of TV viewing
- **Overwhelming sense of isolation**
- **Low capacity to trust**



“While 60’s kids attempted to regain lost ground as they matured to adulthood, they brought questions, insecurities, and problems into parenting today’s children. Children and teens today carry the emotional burdens of their families because their parents are still trying to get it together.”

Miles McPherson



Moral Void



- End result of “Values neutral education”
- Post-Modern
 - All values are perceived as relative, subject to change
 - Tyranny of 51%
 - Grew up with parents who lived by the maxim, “If it feels good, do it!”
 - Highly pragmatic approach to morality



Emotional Instability



- Lack any sense of roots or traditions
- Exposure to 20,000 hours of TV has blunted capacity to respond to anything with authentic emotions
 - Favorite TV: MTV
 - Favorite network: Fox
 - Favorite show: “The Simpsons”



Rules...



✓ Personal relationships count.
Institutions don't.

Note: Three keys to working with GenXers

- Relationships

- Relationships

- Relationships



Rules...



- ✓ The process is more important than the product.
- ✓ Change is good.



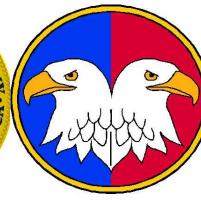
Rules....



✓ Enjoying people and opportunity
is more important than productivity,
profitability, or achievement.



Four Final Rules



Xers say these are the four key issues:

- **Belonging** - Can I make a meaningful contribution here?
- **Learning** - do I have sufficient access to information?
- **Entrepreneurship** - is there room in my work to define problems, develop solutions at my own pace, and produce my own results?
- **Security** - am I able to monitor the success rate of my



GenX Moms



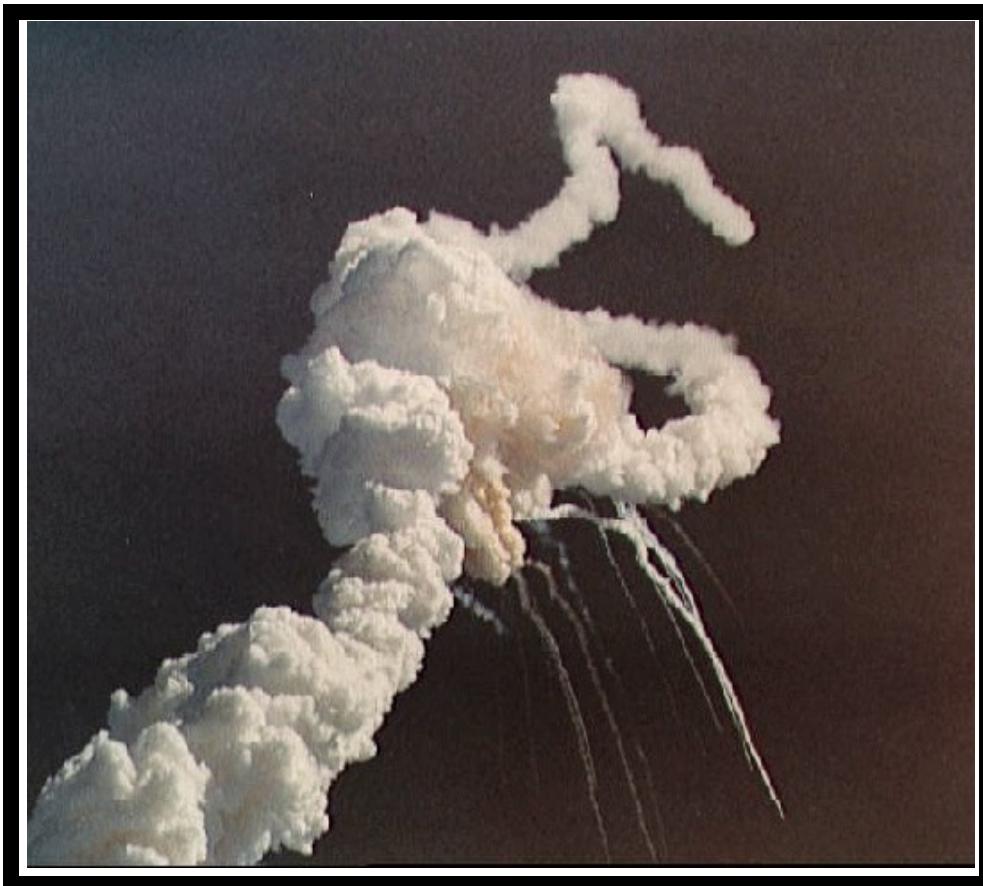
- **Don't want to make same choices their Mothers did...postponing marriage, having children later.**
- **More fearful of divorce and are doing their best to prioritize the family.**
- **1 in 4, ages 25-44 , are out of the labor force.**
- **More affluent moms feel staying home is the new status symbol...working used to be high status. Now that same working mom is considered a "wage slave."**
- **Want flexibility.**
- **Want to be home for their kids in the high school years.**

USA Today – 7 May 03



Symb
ol:

Gen X





Who are the



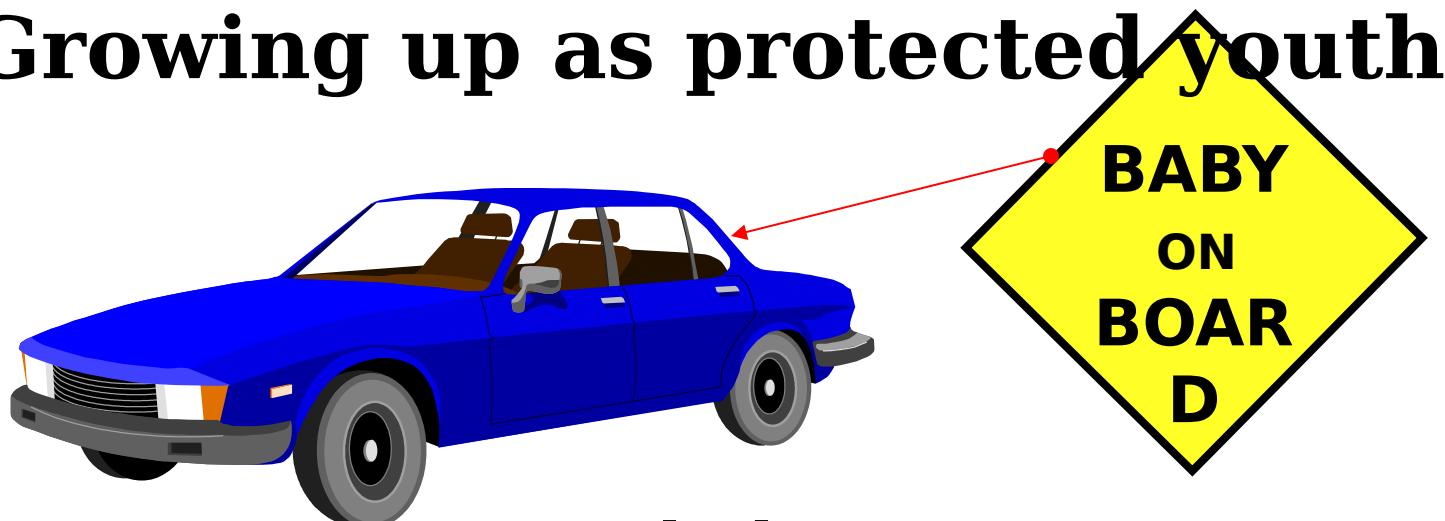
GenY?
(1982-2001)



GenY



- Born 1982 to ???...60 Million
- Dominant
- Focus on others
- Growing up as protected youths



First appeared about 1982



GenY



- May also be called *Echo Boomers, Mosaics, Millenials or Net.coms.*
- Two key attributes:
 - They feel emotionally abandoned by all the adults in their world
 - They are very affluent



GenY



- **May come of age in a time of world crisis**
- **Worldview: Post-Modern**
- **Values: may be moving to a new moral formulation**
- **Usually unite as achieving, heroic rising adults**
- **May rebuild institutions as powerful mid-lifers**



GenY



- They don't believe in absolutes either
- They feel no one really cares about them
- They don't see their parents much
- Family relationships are disappointing
They have been devastated by divorce
“It’s just selfishness,” says one Net



Generation Y - Demographics



- This generation includes those born between 1980 and 2000. *BusinessWeek*
- There are 70.4 million youths in the U.S. aged 5-22, composing approximately 26% of the whole U.S. population. *Polta*
- Generation Y is more than three times the size of Generation X *BusinessWeek*
- This is the most ethnically diverse generation yet. *Omelia*
- One in three is not Caucasian. *BusinessWeek*
- Nine out of 10 children under the age of 12 have friends of different ethnicity than their



Generation Y - Demographics



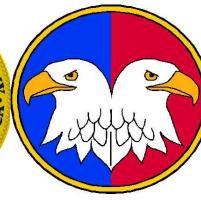
- 50% have access to the Internet from home.

Omelia

- Studies show that Generation Y prefer directness over subtlety, action over observation, and cool over all else. Marlatt
- They are very heavily influenced by their peers and brands names. They are particularly susceptible to what brands their peers like or do not like. Marlatt
- In 1998, 29% of entering first year students felt overwhelmed during the past year. Polta
- They feel "crunched" for time. Polta
- 75-90% of the teenagers have a computer at



Generation Y - Demographics



- One in four lives in a single-parent household. [BusinessWeek](#)
- Three out of four have working mothers. [BusinessWeek](#)
- One out nine high schoolers has a credit card co-signed by a parent. [BusinessWeek](#)
- Teenagers have an average of \$100/week disposable income. [Marlatt](#)
- 40% of the teenagers hold at least a part-time jobs. [Marlatt](#)
- ~~Generation Y seems to be less cynical and more concerned regarding social issues than~~



BELOIT COLLEGE "MINDSET LIST" FOR STUDENTS BORN

IN 1984

© 2002 *Beloit College, Beloit, Wisconsin*



- 1. The Coen Brothers have always been making films.**
- 2. Richard Burton, Ricky Nelson and Truman Capote have always been dead.**
- 3. South Africa's official policy of apartheid has not existed during their lifetime.**
- 4. Cars have always had eye-level rear stop lights, CD players, and air bags.**
- 5. We have always been able to choose our long distance carriers.**
- 6. Weather reports have always been available 24-hours a day on television**



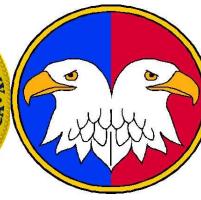
"MINDSET LIST"



7. The "evil empire" has moved from Moscow to a setting in some distant galaxy.
8. "Big Brother" is merely a television show.
- 9. Cyberspace has always existed.**
10. Bruce Springsteen's new hit, *Born in the USA*, could have been played to celebrate their birth.
- 11. Barbie has always had a job.**
12. Telephone bills have always been totally incomprehensible.
13. Prom dresses have always come in basic black.
- 14. A "Hair Band" is some sort of fashion accessory.**
- 15. George Foreman has always been a barbecue grill salesman**



"MINDSET LIST"



16. Afghanistan has always been a front page story.

17. There has always been an heir to the heir to the British throne.

18. They have no recollection of Connie Chung or Geraldo Rivera as serious journalists.

19. Peter Jennings, Dan Rather, and Tom Brokaw have always anchored the evening news.

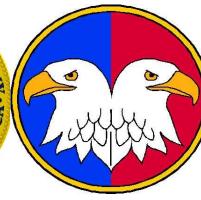
20. China has always been a market-based reforming regime.

21. The United States has always been trying to put nuclear waste in Nevada.

22. The U.S. and the Soviets have always been partners in space.



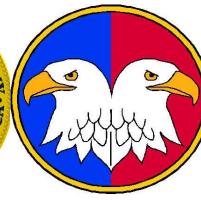
"MINDSET LIST"



24. Nicholas Cage, Daryll Hannah, Eddie Murphy, and John Malkovich made their first major film impressions the year they were born.
25. The GM Saturn has always been on the road.
- 26. The "Fab Four" are not a male rock group, but four women enjoying "Sex and the City."**
- 27. Fox has always been a television network choice.**
28. Males do not carry a handkerchief in a back pocket.
29. This generation has never wanted to "be a Pepper too."
- 30. Ozzy's lifestyle has nothing to do with the Nelson family.**
- 31. Women have always had tattoos.**



"MINDSET LIST"



33. Perrier has always come in flavors.
- 34. Cherry Coke has always come in cans.**
- 35. A "hotline" is a consumer service rather than a phone used to avoid accidental nuclear war.**
36. The drug "ecstasy" has always been around.
37. Genetic testing and DNA screening have always been available.
- 38. Electronic filing of federal income taxes has always been an option.**
39. Magnetic Resonance Imaging (MRI) has always been available to doctors.
- 40. *Trivial Pursuit* may have been played by their parents the night before they were born**



"MINDSET LIST"



41. The U.S. has always maintained that it has a "clear right to use force against terrorism."

42. The drinking age has always been 21 throughout the country.

43. Women have always been members of the Jaycees.

44. The center of chic has shifted from Studio 54 to Liza's living room, live!

45. Julian Lennon had his only hit the year they were born.

46. Sylvan Learning Centers have always been an after-school option.

47. Hip-hop and rap have always been popular musical forms.

48. They grew up in minivans.



**And in 1984, perhaps it was
"Too Soon to Tell"...**



Film critics declared that George Lucas was looking for new directions because *Star Wars* interest was waning.

Technology analysts questioned the need for briefcase-sized computers.

The National Children and Youth Fitness Study announced that children were overweight and underactive.

A CPA organization heralded that computerized audit systems were being used to avoid errors and they were doing much better at spotting mistakes and providing internal audit controls.



And in 1984...



Videotape technology was said to be killing the film industry and slowing cable network development.

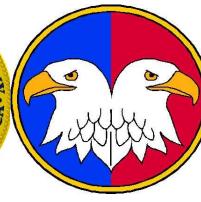
Analysts stated there was no market for Direct Broadcast Satellite systems.

The U.S. Supreme Court declared sleeping to be a form of free speech.



GenY: Officer Study

LTC Bill Gallagher Fort Jackson

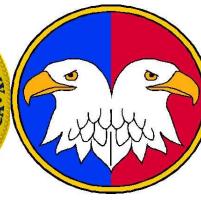


- 1. Craves immediate feedback**
- 2. Often challenges things they are told.**
- 3. Can't stand to be away from their computer for very long.**
- 4. Expect fast answers and information online.**

-USA TODAY - 5 September 2000



GenY: Officer Study

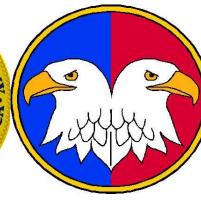


- 5. Not, "I speak and you listen"...but,
"We speak and we listen to each other."**
- 6. Not, "what can I do for my country"..
but, "How does this benefit me?"**
- 7. Are used to having stuff tailored to them**

-USA TODAY - 5 September 2000



GenY: Officer Study



- 8. Get a lot of their daily information from**
 - they seldom read newspapers or use (reg
 - they verify information given to them by thru the Web.

- 9. Are often experts on something important**
 - the computer...a first for a young genera

-USA TODAY - 5 September 00



GenY as Mentors

USA Today, 5 Aug 01



“For the first time in history, we have youth knowing more than adults about something central to society, and that’s technology... This month, 300 school administrators in Nebraska kicked off a training program in which each educator chooses a student mentor...Ms. C. Partch teaches students how to effectively mentor teachers who are like ‘very young students when it comes to technology: they’re fearful; they’re afraid they’ll break it’”...a project for the preschool of the future at the U of MD works with 4-5 year-olds as they create “interactive classrooms with robotic storytellers and wireless learning toys”



USAREC



- Optimistic
 - **9 in 10 say they are “Happy,” “confident,” and “positive”**
 - **Decreasing worry about violence, sex, or drugs**
 - **Suicide rates falling**
 - **Believe growing up easier for them than their parents**
- Team Players
 - **Gravitating to group activities**
 - **Believe “Selfishness” is a major cause of problems in the country**
 - **Believe in their own collective power**



USAREC



- **Accept Authority**
 - Identify with their parents' (current) values
 - Trust and feel close to their parents
 - Half report trust in the government
 - Half believe that a lack of parental discipline is a major social problem
 - Majority favor tougher rules against misbehavior in the classroom and society at large
- **Follow Rules**
 - Declining Youth Crime rates
 - Declining Teen Pregnancy and Abortion Rates



USAREC



- **Confident**
 - **High levels of trust and optimism**
 - **Equate good news for themselves with good news for the country**
 - **Boast of their generation's power and potential**
- **Team-Oriented**
 - **Soccer and other team sports, group learning, school uniforms fostering strong team instincts and tight peer bonds**
- **Achieving**
 - **Accountable to higher school standards**
 - **On track to be the best-educated in history**



USAREC



- **Pressured**
 - Pushed to study hard, avoid personal risks, and take advantage of collective opportunities offered
 - Feel pressure to “excel”
- **Conventional**
 - Take pride in improving their behavior
 - Comfortable with their parents values
 - Support the idea that social rules can help
- **Special**
 - Older generations have inculcated the sense that they are vital to the nation



Bridging the Gap



How do we
do it!!?

Gen X

Gen Y



1961



Leadership Guidelines



- Lead with an authenticity that backs up what you say by the way you live your life
- Seek to provide opportunities for genuine community to emerge



Beware of Boomer Bias



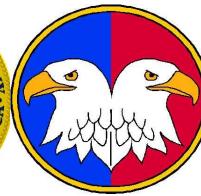
- **Affluence, consumerism and materialism are not the highest values**
- **Gen X & Y seek to develop a group identity over against Boomers**
- **Boomer commanders will have to put in extra effort in cross subculture communication**



*Remember--
People support
that which they participate
in creating.*



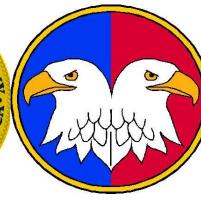
Practical Tips...



- #1: Maintain positive command climate.**
- #2: Work with soldiers who have trouble**
 - **Remember:** the process is more important than the product!
- #3: Conduct quality training** - They did not enlist to sit around!.
- #4: Mentoring is a must!** - Whether returning from AIT/BT, illness, or new to the unit.
- #5: Remember GenX/Y soldiers hate to be alone** - They live with an overwhelming sense of isolation.



Practical Tips...



#6: Concentrate your efforts on one-to-one and small group situations - Gen X and Y lack social skills or significant group interaction

#7: Seek to fill the “values neutral” void with a coherent and understandable value system - At every opportunity the Army's Values need to be emphasized.

#8: Communicate! - Personal talks, phone calls, newsletters, informal gatherings...Gen X and Y thrive on attention.



Practical Tips



#9: Train mentors in social skills

development - Do not assume your young soldiers and mid-level leaders know how to interact with others. Model social skills wherever possible.

#10: Seek to provide opportunities for genuine community to emerge

- The word “unit” must be taken seriously. Enhancing “esprit de corps” is absolutely critical (think “Marines”).

#11: Care for soldiers

- “Care” must be tangible. Soldiers need to see that pay, administration, training, family and



Effective leaders
use the preferred style
of their followers



Bridging All the Gaps



The following information is from Claire co-author of “Generations at Work: “Managing the Clash of Veterans, Boomers, Xers, and Nexters in Your Workplace.”



Bridging All the Gaps



Veterans:

- Take time for the personal touch. Hand write a rather than e-mail.
- Let them chat and socialize between assigned
- Honor their hard work with plaques and other records of achievement



Bridging All the Gaps



Boomers:

- Give lots of public recognition.
- Give them a chance to prove themselves and their expertise.
- Give them perks with status.
- Assist them in gaining name recognition through the group.
- Get them quoted in publications.
- Ask for their input. Get their consensus.
- Reward their work ethic and long hours.



Bridging All the Gaps



GenXers:

- Give them lots of projects. Let them prioritize.
- Give them constant constructive feedback
- Give them time to pursue other interests
 - even have fun at work.
- Invest in latest computer technology. They see an investment in their work.
- Be conscious of perks up the ladder. They don't status symbols...but resent it when others get very expensive recognition.



Bridging All the Gaps



GenYers:

- Learn about their personal goals. Show how to align them with the organization.
- Make all opportunities truly equal. Forget traditional gender roles.
- Be sensitive to the potential for conflict with different groups.
- Open avenues for education and skill-building.
- Establish mentor programs.



Bridging All the Gaps



“As we move into the Information Age, very few of the results that are meaningful are results people can contribute independently. Most of the results are made through the collaboration with different people.”

- Dick Lyles, author of “Winning Ways”



**Enjoying people and opportunities
is more important than
productivity, profitability
or achievement!**



Young people today
“desperately
want to be a part of a
winning
team and are willing to
~~sacrifice~~



"Every connection
you make
is a bridge
to the future."

Spring
t



The End



BACK-UP SLIDES

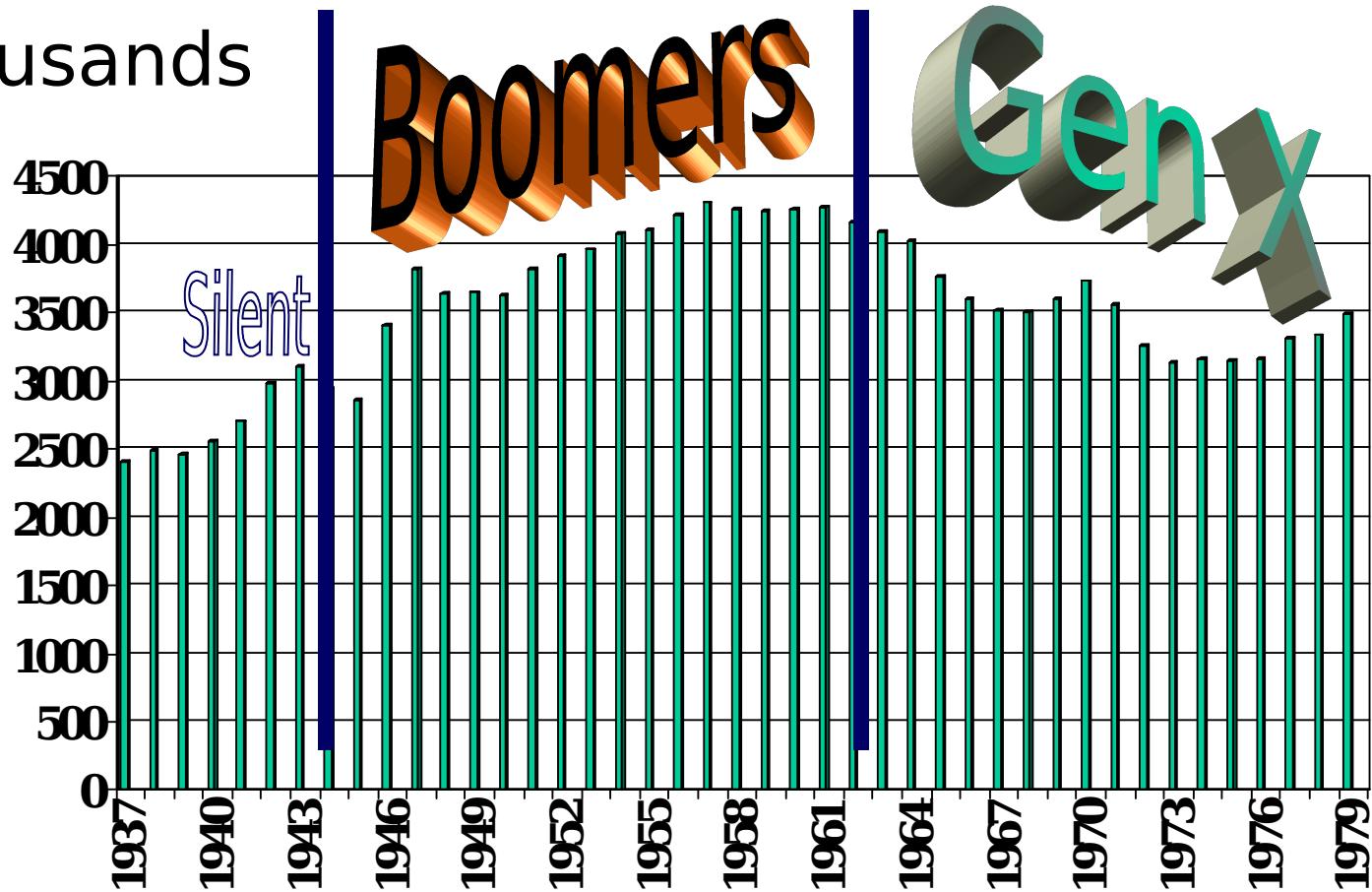


U. S. Births 1937-1979



Current U. S. Military

Thousands

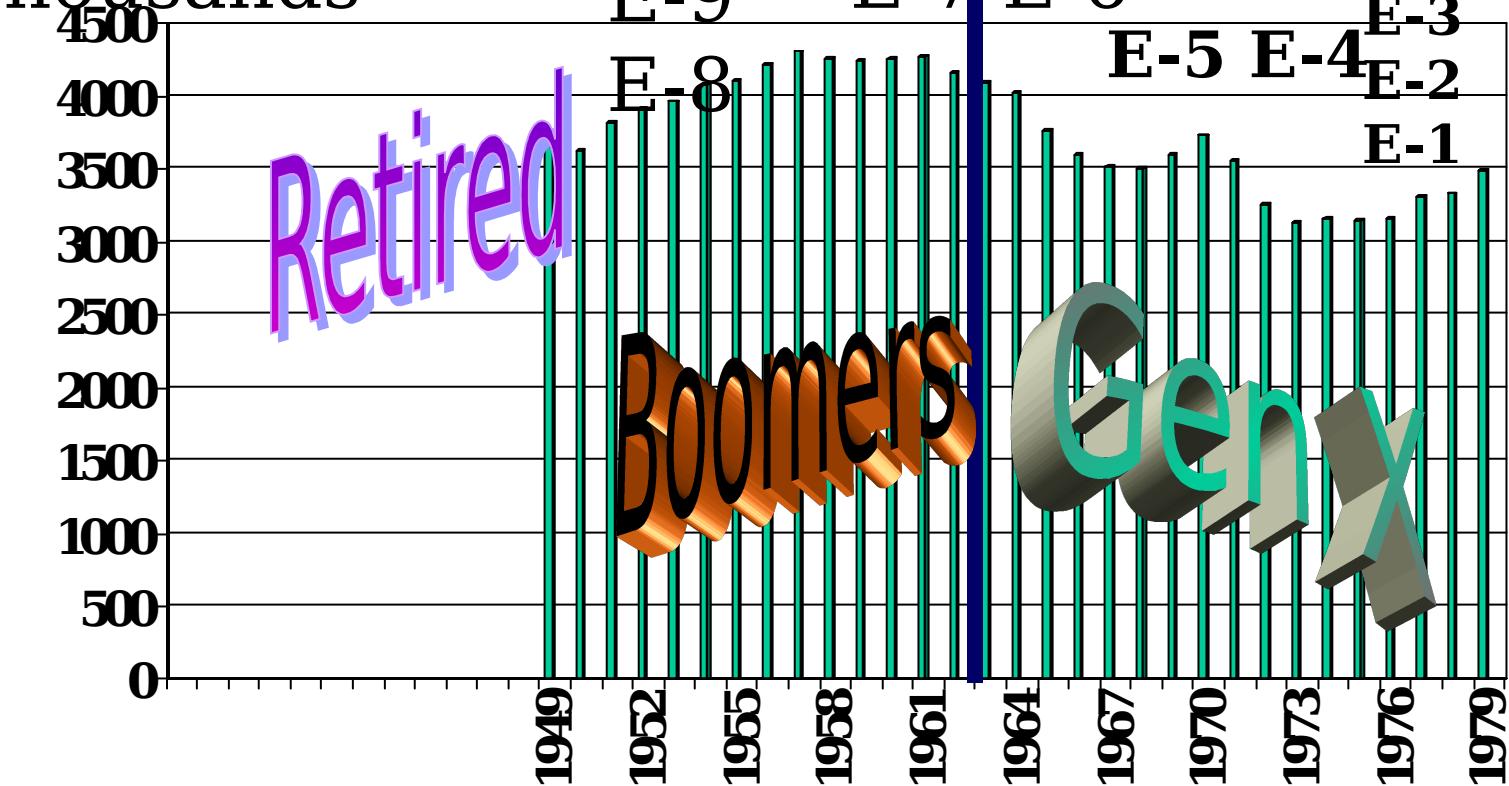




U. S. Military Enlisted



Thousands



Retired

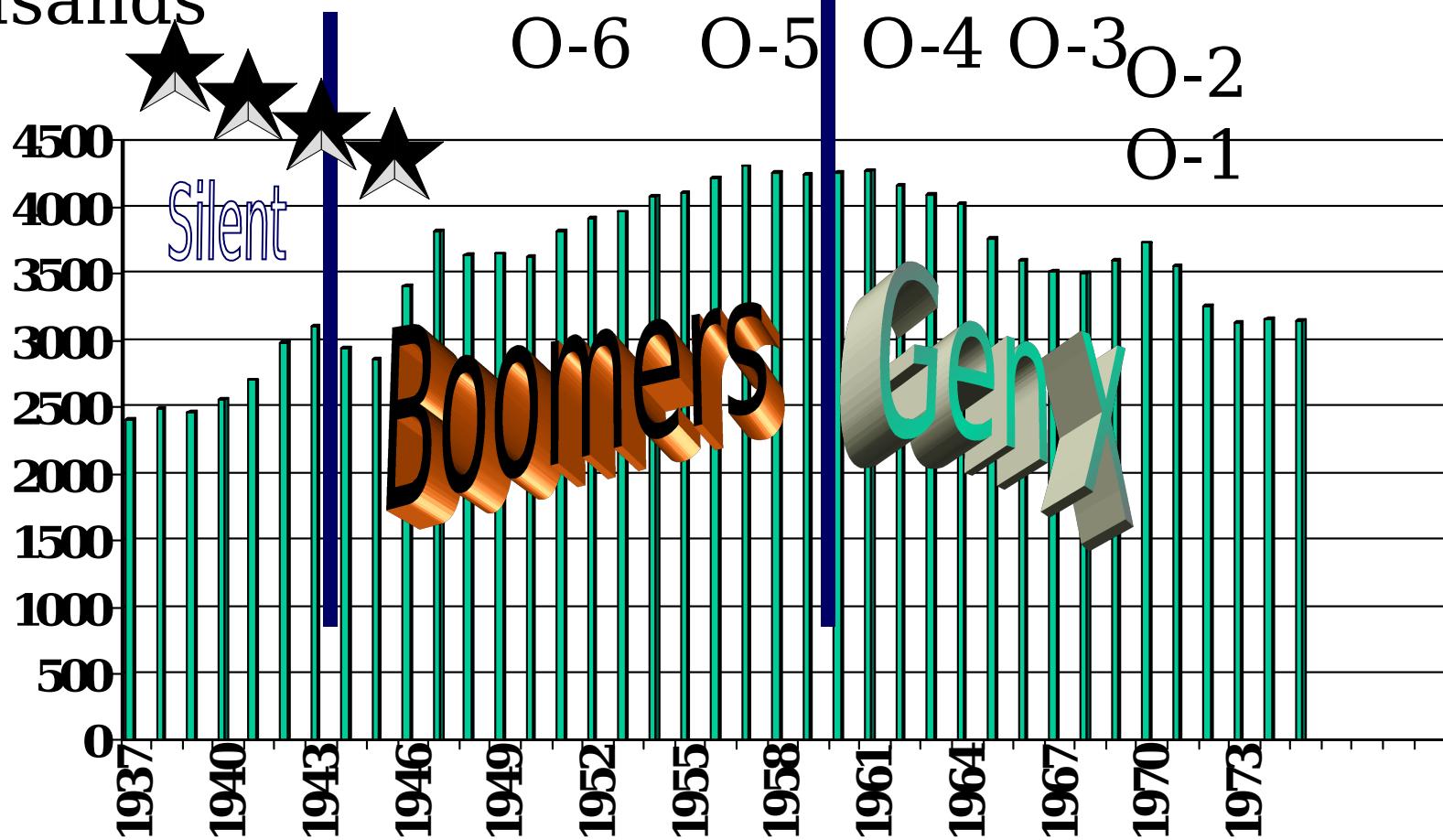
Boomers

Gen X



U. S. Military Officers

Thousands





Youth--Ages 0-21



- Central Role: Dependence
 - protection
 - nurture
 - acquiring values
- Military
 - E-1 to E-3



Rising Adulthood--Ages 22-43



- **Central Role: Activity**
 - working
 - parenting
 - serving
 - testing values
- **Military**
 - E-4 to E-7
 - O-1 to O-4



Midlife--Ages 44-65



- **Central Role: Leadership**
 - commanding, leading, directing
 - teaching
 - using values
- **Military**
 - E-8 to E-9
 - O-5 to O-10



Elderhood--Ages 66-87



- Central Role:
Stewardship
 - mentoring
 - passing on values
- Military
 - Retired

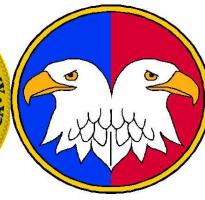


Gen X

- **Career expectations:** “McJob syndrome”
 - Expect to hold entry level jobs for most of their working years
 - Military “downsizing” exchanged a career for “McJob”
- **Attitude toward commitments:** gun-shy and short-term
- **View of authority:** low trust level



Rules...



✓ Each individual must assume responsibility for his or her own world.

✓ Whenever necessary,

~~gain control, and use it~~



Rules...



✓ **Don't waste time
searching for
absolutes. There are
none.**



Rules...



Technology is our natural ally.

One person can make a difference
in this world--but not much.



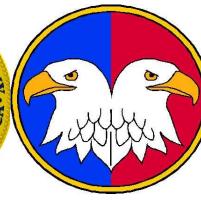
Rules...



✓ Life is hard and then we die,
because it is the only life we've got.
we may as well endure it,
enhance it,
and enjoy it as best we can.



A Comment from the Field...



“Breakfast cereal has become the linchpin of Generation X. We have been transformed into the generation that can eat cereal at any time of the day.”

- Joe Shea, designer of the Web site emptybowl.com (“devoted to serving the cereal nation online”)



Managing Xers...



Managers who believe in this generation need to make a commitment to manage Xers differently.

- **Don't expect traditional dues paying from Xers.**
- **Don't expect Xers to participate in teams the way our forerunners have.**



Managing Xers



- **Don't expect Xers to process information the way to communicate the way you do, to learn the way to use technology the way you do, to utilize know the way you do.**
- **Don't expect Xers to work in the same kind of space or the same kind of time, or the same kind of culture.**
- **Don't assume that Xers won't find better approaches more appropriate to the virtual economy and virtual workplace of the future.**



Recommendations...



Recommendations

- ✓ Abandon the slacker myth
- ✓ Recognize Xers' generational expectations
- ✓ Distinguish between arrogance and independence
- ✓ Support Xers' quest for self-based career security
- ✓ Spend the time up front that allows you to define success
- ✓ Build corporate cultures that value the individual



Recommendations...



- ✓ Provide Xers with opportunities to excel
- ✓ Give Xers the psychological space to thrive
- ✓ Set clear deadlines for tangible end-products
- ✓ Provide Xers with as much information as you can
- ✓ Keep open lines of communication



Recommendations



- ✓ Treat Xers' questions as opportunities to teach
- ✓ Outline and clearly define goals
- ✓ Let Xers manage as much of their time as possible
- ✓ Make work a proving ground for Xers' creativity
- ✓ Build constant feedback loops
- ✓ Make feedback accurate, specific and timely
- ✓ Celebrate Xers success



net.gen



Beloit College in Wisconsin puts together a list to try to get a sense of the mindset of that year's incoming freshman. This year's list:

1. The people who are starting college this fall across the country were born in 1981.
2. They have no meaningful recollection of the Reagan Era. They know he had ever been shot.
3. They were prepubescent when the Persian Gulf War was fought.
4. Black Monday 1987 is as significant to them as the Great Depression.
5. There has been only one Pope. They can only really remember one president.



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6. They were 11 when the Soviet Union broke apart and remember the Cold War.
7. They have never feared a nuclear war. "The Day After" them - not a movie.
8. They are too young to remember the space shuttle blockade.
9. Tianamen Square means nothing to them.
10. Their lifetime has always included AIDS.
11. Bottle caps have always been screw off and plastic.
12. Atari predates them, as do vinyl albums.
13. The expression "you sound like a broken record" means them.
14. They have never owned a record player.



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15. They have likely never played Pac Man and have certainly heard of Pong.
16. Star Wars look very fake to them, and the special effects are pathetic.
17. There have always been red M&M's and blue ones are new. There used to be beige ones?
18. They may have heard of an 8 track, but probably never actually seen or heard one.
19. The compact disc was introduced when they were one.
20. As far as they know, stamps have always cost about 33 cents.
21. They have always had an answering machine.
22. Most have never seen a TV set with only 13 channels, and have seen a black-and-white TV.



- 23. They have always had cable.
- 24. There have always been VCRs, but they have no idea what they are used for.
- 25. They cannot fathom not having a remote control.
- 26. They were born the year that Sony's Walkman was invented.
- 27. Roller skating has always meant inline for them.
- 28. The Tonight Show has always been with Jay Leno.
- 29. They have no idea when or why Jordache jeans were popular.
- 30. Popcorn has always been cooked in the microwave.
- 31. They have never seen Larry Bird play, and Kareem Abdul-Jabbar is a football player.
- 32. They never took a swim and thought about Jaws.
- 33. The Vietnam War is as ancient history to them as World War II or even the Civil War.



34. They have no idea that Americans were ever held hostage.
35. They can't imagine what hard contact lenses are.
36. They don't know who Mork was or where he was from.
37. They never heard, "Where's the beef?" "I'd walk a mile for a Camel," or "de plane, de plane!"
38. They do not care who shot J.R., and have no idea who.
39. The Titanic was found? I thought we always knew where it沉没了.
40. Michael Jackson has always been white.
41. Kansas, Chicago, Boston, America, and Alabama are just groups.
42. McDonald's never came in Styrofoam containers.
43. There has always been MTV.



Adaptive Generation

- The next Adaptive Generation will be born starting about A.D. 2002 to 2005
- Recessive
- Will probably grow up as overprotected youths
- Worldview: Post-Modern
- Will mature as conformists



Adaptive Generation

- Will produce indecisive mid-life arbitrator-leaders
- Will have some influence as sensitive elders

Silent Generation
(born 1925-1942)



Dealing with the “Values Crisis”

- Boomers were raised in a time when True/False and Right/Wrong were built on a broadly-based consensus
- Gen X was raised in a “values neutral” environment
- **Correction: Values case studies should be a major component of the commander’s religious support plan**